Distr.
LIMITED

IO.57
27 January 1992

ORIGINAL: ENGLISH

UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

PROGRAMME ON INDUSTRIAL AUTOMATION OF THE CAPITAL GOODS INDUSTRY OF LATIN AMERICA US/RLA/90/004

Final Report of the Official Opening Meeting,
First Meeting Regional Technical Secretariat (SETERE)
and First Meeting External Advisory Group (GAEX),
Caracas, Venezuela, 15-18 July 1991

Working Papers in Industrial Planning
No.6

INDUSTRIAL PLANNING BRANCH
INDUSTRIAL INSTITUTIONS AND SERVICES DIVISION

V 92 50393

WORKING PAPERS IN INDUSTRIAL PLANNING

The papers presented in this series have been produced by the UNIDO secretariat or by outside experts in the course of the technical co-operation activities carried out by the Industrial Planning Branch. The series contains selected papers that are believed to be of interest to a wider audience. They are often of an exploratory and tentative nature, presenting issues for discussion, and do not necessarily reflect the official views of UNIDO.

The designations employed and the presentation of material in this document do not imply the expression of any opinion whatsoever on the part of the secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or its authorities, or concerning the delimination of its frontiers or boundaries.

Mention of company names and commercial products does not imply the endorsement of UNIDO.

This document has not been edited.

Contents

		Page
1.	ORGANIZATION OF THE MEETING	
	1.1 Introduction	1
	1.2 Official Opening Meeting of the Regional Programme	1
	1.3 Agenda of the Meeting	2
	1.4 Documents	2
	1.5 Approval of the Report	2
2.	ISSUES UNDER CONSIDERATION	2
	2.1 Regional Technical Secretariat (SETERE)	2
	2.2 External Advisory Group (GAEX)	4
3.	CONCLUSIONS AND RECOMMENDATIONS	5
	3.1 SETERE	5
	3.2 GAEX	8

ANNEXES

Annex 1:	List of Participants	10
Annex 2:	Agenda and Programme of the Meetings	21
Annex 3:	Documents	24
Annex 4:	Guidelines for the Regional Technical Secretariat (SETERE)	25
Annex 5:	Guidelines for the External Advisory Group (GAEX)	30

1. ORGANIZATION OF THE MEETING

1.1 Introduction

The First Meeting of the Regional Programme for Industrial Automation of the Capital Goods Sector in Latin America took place at the Engineering Institute in Caracas, Venezuela, regional siege of the programme, from 15 to 18 July 1991.

In the meeting participated the Latin American countries from the Regional Technical Secretariat (SETERE) of the REGIONAL PROGRAMME, namely: Argentina, Bolivia, Brazil, Colombia, Chile, Cuba, Ecuador, Mexico, Peru and Venezuela. Also participated representatives from industrialized countries which have been asked to form part of the External Advisory Group (GAEX), particularly from the following countries: France, Italy, Germany and Switzerland. Also were present observers from enterprises and consultancy firms from Austria and Italy. The list of participants is included in Annex 1.

During the First Meeting of the Regional Programme for Industrial Automation of the Capital Goods Sector in Latin America, the Regional Programme was officially opened. The main objectives were to gather the Regional Technical Secretariat, SETERE, composed by the National Technical Secretariats, counterparts to the Programme in each country, and the External Advisory Group (GAEX), composed in turn by institutions, non-profit business organizations and research centres from industrialized countries and to establish working modalilities for these two groups.

1.2. Official Opening Meeting of the Regional Programme

The Official Opening of the Regional Programme for Industrial Automation of the Capital Goods Sector in Latin America, on 15 July 1991 took place simultaneously with the inauguration of the new facilities of the Engineering Institute.

In a special session, the Minister of Development from Venezuela, the Director General of UNIDO and the President of the Engineering Institute, signed a Document of Intention for the Regional Programme for Industrial Automation of the Capital Goods Sector in Latin America, which describes in a summarized fashion the objectives and aims of the said Programme. On behalf of the National Technical Secretariats, the President of the Union of Industrialists from Argentina expressed his gratitude to UNIDO for having initiated a project of this nature, which represented a milestone in the new route for Latin American industrialization.

As officers of the meeting of the External Advisory Group (GAEX) were elected Mr. Francis Leleux, Director of CETIM at Senlis, France, as Chairman and Mr. John Bessant from Brighton Polytechnic, U.K., as Rapporteur, while for the Regional Technical Secretariat were chosen Mr. Paul Esqueda, President of the Engineering Institute as Chairman, and Mr. Manuel Sanchez, Regional Coordinator from UNIDO as Rapporteur.

1.3 Agenda of the Meeting

The participants approved the Agenda and the Programme for the meeting as appears in Annex 2.

1.4 Documents

The documents submitted to the participants for their consideration are listed in Annex 3.

1.5 Approval of the Report

The Report of the Meeting of the Regional Programme for Automation of the Capital Goods Sector in Latin America was formally approved on 18 July at the final session of the meeting.

2. ISSUES UNDER CONSIDERATION

The participants in the Meeting centered their activities and discussions on five topics, mainly:

(1) Initiate formally the implementation of the REGIONAL PROGRAMME through the Official Opening, on 15 July 1991, at the Engineering Institute in Caracas, siege of the REGIONAL PROGRAMME.

(2) Facilitate an exchange of views and experiences about the REGIONAL PROGRAMME both among members of National Technical Secretariats, that is National Counterpart Directors and UNIDO National Coordinators, and between them and members of the External Advisory Group.

(3) Prepare detailed terms of reference, i.e. functions, norms and operational procedures for both the Regional Technical Secretariat (SETERE) and the External Advisory Group (GAEX).

(4) Prepare a Regional Working Plan for each of the Subprogrammes of the REGIONAL PROGRAMME based on the working plans at the National Technical Secretariats.

(5) Prepare a Regional Working Plan to be executed by both the Regional Programme and GAEX members.

2.1 Regional Technical Secretariat (SETERE)

Terms of Reference

After an extensive discussion over definition, objectives and functions of the Regional Technical Secretariat (SETERE), the initial document presented by UNIDO was modified. The final text is presented in Annex 4.

Preparation of National Working Plans

The purpose of this topic was to exchange views on the activities to be fulfilled by the National Technical Secretariats (NTS) in order to reach the objectives included in the Project Document.

After the presentations by National Directors and/or UNIDO Coordinators, it was perceived that there was a need to have a detailed discussion for guiding the NTS to arrive at more precise formulations of their work programmes.

With this goal in mind a format was produced for the preparation of the national work plans (NWP) based on the "Schema Directeur" by CETIM. An expert from this institution member of GAEX, made a presentation regarding the formulation of such guidelines. Using this form, the NTS are expected to prepare their respective NWPs, due to be handed in UNIDO before 15 September of this year.

Regional Work Plan

UNIDO had prepared a scheme for the elaboration of the common work plan at the regional level for each of the sub-programmes included in the Regional Programme for Industrial Automation of the Capital Goods Sector in Latin America. The following was suggested at the meeting:

(i) From the inventory of activities contained in the NWPs, those covering common ground should be selected and incorporated at the regional level.

(ii) Priority activities at the regional level should be mainly those related to the creation of at least five (5) clubs for entrepreneurs, ten (10) technical cooperation agreements with industrialized countries including the development of joint prototypes.

According to the views expressed by most participants, a longer period is required to analyse and get acquainted with the ways of tackling activities at the regional level and, especially the creation of entrepreneurial clubs, about which very little is known in the Latin American Region, either about definition or on the operational side.

In this context it was agreed that a first detailed and concrete activity would be the preparation and participation in the "Entrepreneurial Seminar on Industrial Automation: Alternatives for Cooperation in Latin America", to be held in Cali between 20 and 25 July 1991 and organized by the public and private sectors in Colombia, as well as by the NTS of that country, Nueva Colombia Industrial. This meeting is expected to provide a first look at technical cooperation schemes between Latin American countries, refered to previously.

2.2 External Advisory Group (GAEX)

Review of guidelines and terms of reference

Much of the meeting involved discussion and detailed review of the proposed guidelines and terms of reference for the constitution and operation of GAEX. This provided an opportunity for clarification of objectives and organizational arrangements. A number of redrafting points were made and these have been incorporated in a revised document, attached as annex 5.

In addition three substantive changes were proposed, concerning monitoring of the Programme, categories of membership and the nature of GAEX meetings.

(a) Project monitoring

It was recognized that GAEX should play an active role in monitoring the Programme but concern was expressed at too detailed an involvement. GAEX members took the view that their role could best be concerned with an overview of the Programme, reviewing a consolidated report from the Regional Director (based on country reports from the 10 National Directors).

(b) Categories of Membership

Extensive discussion of this issue led to the following agreement. There will be three categories of membership of GAEX: Regular, Associate and Observer. Regular members consist of institutions from donor countries, selected by UNIDO, up to a maximum of four per country. Membership is of institutions and individuals representing those institutions can be substituted, provided they have suitable qualifications and experience. Regular members have the right to attend and vote in all meetings of GAEX: votes will be limited to one per country. Regular members will be expected to provide advice and support, monitoring and evaluation of the Programme and to make a substantial contribution to its operation.

Associate members will be other institutions from donor countries (limited to one per country) invited by members of GAEX and approved by UNIDO. Additionally such membership can be extended to experts and institutions nominated by UNIDO and acceptable to GAEX regular members. Membership is for a specified limited term and does not confer voting rights. Associate members can attend all meetings of GAEX within the specified period but their inputs will be confined to advice and specialist expertise.

Observers will be invited to participate in the annual plenary meetings of GAEX and to provide opinion, comment and advice. Such members will include private organizations from donor countries at the invitation of GAEX regular members and UNIDO, up to a maximum of three per country. In additional observer status can be given to those institutions from non-donor countries who may be interested in the Programme and in working with their government and institutions to achieve donor status. Observers have no voting rights within the meetings of GAEX.

(c) Meetings

GAEX will hold two meetings per year, in January (week 2) and July (week 3). The first meeting will be confined to regular and associate members only and concerned with substantive planning and monitoring activities. The second will be a wider meeting reviewing progress of the Programme and including observers as specified above.

3. CONCLUSIONS AND RECOMMENDATIONS

3.1 SETERE

(a) Conclusion

Participants to the SETERE meeting arrived at the following conclusions:

(1) This first meeting not only allowed a useful personal acquaintance of Directors and Coordinators from the NTSs, but also facilitated the free exchange of views on the running and implementation of the REGIONAL PROGRAMME. If continued, such meetings would make a permanent exchange of informations and experiences possible.

(2) The convening of joint meetings between SETERE and GAEX was a decisive factor in getting to know better the profile of the different institutions and to promote closer possibilities on future cooperation agreements between them. (NTSs and GAEX members).

(3) Regarding the National Work Plans, National Coordinators agreed to submit their respective Master Plans before 15 September, in order to initiate implementation at the country level as soon as possible. National Work Plans will be formulated according to the methodology provided by UNIDO and reviewed by this institution.

(4) In respect to the Regional Work Plan the NTSs agreed on the absolute need to formulate and quickly advance a special plan for training of human resources taking into account facilities already present in different countries, and likely to be used as a pool of resources at the regional level.

(5) The REGIONAL PROGRAMME is to promote two annual meetings for SETERE; it was stressed that they should be linked to some local or regional activity, event or gathering organized in advance, in order to save resources.

(6) A consultation mechanism for the exchange of experiences and information about the execution of plans should be created.

(7) The process of designation and recruitment of national coordinators for the NTSs should be concluded.

(b) Recommendations

National Directors and UNIDO Coordinators to the Regional Programme agreed on the following recommendations:

(1) The NTSs were urged to honour their previous decision regarding the presentation of their Master Plans for 1990-1991 before 15 September. This would provide a strong initial impulse to overcome the implicit risks in the Programme, mentioned in the Project Document.

(2) For the next SETERE meeting, the following Agenda was recommended:

- Discussion of advance reports for the National Programmes of each participating country, with particular emphasis on each sub-programme. They should take into consideration:

  (i) Executed actions as compared to those involved in the work plan for the six months. Analysis of difficulties.

  (ii) Objectives reached in comparison to what was previously established.

  (iii) Real expenditures vs. planned expenditures.

  (iv) Proposal of work plan for next semester. Assessment and adjustments.

- Discussion on Technical Committees

The next meeting of SETERE will be held in Havana, Cuba in February 1992 as part of Informatics 92, an international event to take place at the time.

(3) Regarding the activities of the REGIONAL PROGRAMME for the period 1991/1992, apart from Informatics 92, were suggested the following:

(a) Participation of two Latin American businessmen - a producer and a user of machine tools in the next "Consultancy Meeting of the Capital Goods Industry, with special reference to machine-tools", organized by the consulting system of UNIDO, to take place in Prague between 16 -20 September this year. It is recommended that the NTSs promote this event among industrialists of their respective countries. Latin American participants will be asked to submit a report on results and actions to be taken by the region on the subject.

(b) To design and carry through specific local promotion plans that will allow entrepreneurs to get acquainted in detail with the objectives, results and activities of the REGIONAL PROGRAMME, and thus create a multiplying effect in the short run.

(c) Participation in the development of the Seminar France-Latin America, organized by the French counterparts of GAEX, and recommending that other GAEX members follow this example. Through activities of this sort, mutual acquaintance and understanding between enterprises of Latin America and industrialized countries will be facilitated.

(d) To carry out the five-week workshop on Modern Manufacturing Techniques following the scheme defined between UNIDO and the Monterrey Institute of Technology in Monterrey from 1 January 1992. The priority for participation will be for National Directors and/or UNIDO National Coordinators in the NTSs.

(e) Organization of an Entrepreneurs Meeting in cooperation with the National Secretariat of Argentina, on the occasion of the International Machine Tool Fair to take place in May 1992 in Buenos Aires. The REGIONAL PROGRAMME will promote a wide participation of Latin American countries, as well as those countries members of GAEX. A similar initiative is recommended for Colombia when the Bogotá International Fair takes place, that is in July 1992.

(4) The National Directors of the NTSs wish to express their special gratitude to those donor countries that have agreed to finance the REGIONAL PROGRAMME. These are: France, Germany, Italy, Japan and Switzerland. Also very specially to the Government of Venezuela and the Engineering Institute for their support and welcome to the Programme, having undertaken the function as its official siege.

(5) It is suggested to the institutions of country members of GAEX that they would:

(a) Provide detailed information on available technical resources in each of the organizations.

(b) Analyse and study the National Work Plans such as to suggest whatever changes ought to be introduced.

(c) Promote joint ventures between industrialized countries and Latin American counterparts, especially at the level of small and medium enterprises.

(d) Provide useful information and documentation on the restructuring process of the capital goods industry that may have taken place in their respective countries.

(e) Promote missions of entrepreneurs from industrialized countries to Latin America in order to facilitate direct contact, acquaintance and knowledge of existing capacities in the region and a more clear view of the situation of the capital goods sector.

(f) The REGIONAL PROGRAMME will promote direct cooperation between Research and Development and other similar Centres of country members of GAEX. Cooperation will tackle joint R&D projects directed to industry needs, exchange of experiences and specialized information. In the achievement of this aspect, institutes of Latin American participating countries will be asked to address the Regional Secretariat for the means of such cooperation, which will be promoted through agreements.

(6) The Latin American and the Caribbean Group (GRULAC) should be provided all the necessary information about results of this meeting, its conclusions and recommendations.

3.2 GAEX

(a) Conclusions

(i) The guiding principle behind the Regional Programme was seen to be one of "demand pull" rather than "technology push". Members of GAEX saw their role as responding to needs expressed by the national members of SETERE in their individual national plans. Each country should define the form and nature of the services and support which they require within the framework of a national plan. Such plans should contain three items of information to enable this process to operate:

- a clear statement of needs of the final users, articulated by relevant and informed local institutions. This statement should include an indication of the local context to help define the needs more precisely;

- an audit of the local supply-side capability for responding to these needs and an indication of the requirements for external support;

- a detailed list of actions planned at national level together with an indication of their anticipated effects.

(ii) The role of GAEX in this respect is seen as being:

- to help in the definition of such plans and

- to help judge the credibility of the proposed actions.

(iii) In order to facilitate the process of matching needs and means, GAEX members will provide an indication of the range of services and support which they are able to offer. The Regional Secretariat will contact GAEX members in order to collect this information. It will be available in the form of a computer-based matrix, listing capacity of GAEX institutions against key elements within the sub-programmes. This database will be managed by the Regional Secretariat and available to all participants in the programme.

(b) Recommendations

(i) GAEX members should contribute to a network providing up to date information on relevant research work, publications, case studies, etc. which may be of interest to both SETERE and other GAEX members. Co-ordination of this information network should be by the Regional Secretariat.

(ii) It is expected that GAEX members will provide a substantial and active input to the Programme (in the form of expertise, know-how, relevant research results, contacts, etc.). To this effect, GAEX members and UNIDO should continue to explore possible additional sources of financial and institutional support for aspects of their activities not covered within the terms of the Programme.

(iii) GAEX members should continue to explore contacts which might lead to the participation of other members or donor countries.

(iv) Consideration of the dissemination of final outputs from the Programme should not be left until a late stage in its execution but should form part of the early strategic planning and review process. GAEX members should provide an input to this.

(v) It was recommended that the next GAEX meeting will take place at the University of Bochum, Germany during the second week in January 1992. The agenda for this meeting will be decided by the Regional Director of the Programme, but GAEX members suggested the following:

- to review and comment on national plans proposed by members of SETERE;
- to look in detail at work plans for 1992 within those national plans;
- to comment and advise on the progress and plans of the Programme as a whole.
- to agree the revised terms of reference and guidelines for GAEX.
- to provide opinion on the last version of the Project Document containing the REGIONAL PROGRAMME.

Annex 1

List of Participants

Official Opening Meeting

Country	Name
Argentina	Mr. Israel Mahler President Unión de Industriales Argentina Ave. Leandro No. Alen 1067 1001 Buenos Aires Tel.: 3139399, telex 21749 Fax: 3132413
Bolivia	Mr. Edgar Maldonado President FEBOBICA Av. Ballivian No. 0782 Tel. 49328, telex 6357 FEP BV Fax 25590 Cochabamba
Brazil	Sr. Mario Cortopazzi Vice-president ABIMAQ Ave. Jabaquara 2925 CEP 04045 Sao Paolo, S.P. Tel.: 011 5795044, telex 11 37220 Fax: 011 579 3498
Chile	Mr. Dr. Gustavo Chiang Rector Universidad Técnica Federico Santa Maria Casilla 110-V Valparaiso Tel.: 032 660176/140, telex 330622 UTFSM-CK Fax: 660504 Mr. Hector Goldfarb General Manager ASIMET Agustinas 785 Santiago Tel.: 380501, fax 390501
Colombia	Mr. Luis Gustavo Florez President FEDEMETAL Calle 35 No. 4-81 Bogotá Tel.: 2455939, Telex 45608 Fax 2857086

Cuba	Mr. Emilio Marril Viceminister SIME Ave. de R. Boyeros y Calle 100 La Habana Tel.: 208949, telex: 0511179, 0511463
Ecuador	Mr. Jorge Elizagaray Vice-President FEDECAPITAl Av. Eloy alfaro 939 y Av. Amazonas - primer piso Quito Tel.: 503629, telex 21198 IIA-ED Fax: 503633
Mexico	Mr. Arnoldo Semadeni Verais President Consejo Bienes de Capital CANACINTRA Av. San Antonio 256 Col. Ampliación Napoles Delegación Benito Juarez 03849 Mexico D.F. Tel.: 5639775, telex 1777468 Fax: 5986988
Peru	Mr. Guillermo Cox President Bienes de Capital Sociedad Nacional de Industrias Los Laureles 365 San Isidro, Lima Tel.: 408700, Telex 21030 ESEDEI PE Fax 407702
Venezuela	Mr. Reinaldo Zavarce President FONDIBIECA Calle Veracruz, Ed. torreon, Piso 5-A Las Mercedes Caracas Tel.: 920033/920767, telex 28735 CNBCA BC Fax: 922791

France

Mr. Durreaux
Director General - CETIM
Mr. F. Leleux
Director for Senlis - CETIM
52, Av. Felix-Louat
BP 67 - F - 60304 Senlis Cedex
France
Tel.: 44583117, Telex: 140006 F
Fax: 44583400

Mr. Bernard Paris
Director of International Relations
FIMTM
39/41, Rue Louis Blanc - 92400 Courbevoie
Cedex 72, Paris La Defense
Tel: 1 47176059, Telex: 616382 F,
Fax: 1 47176062

Mr. Gabriel Coron
Director of International Economic Relations
FIEE
11, rue Hamelin
75783 Paris Cedex 16
Tel. 1 45057030
Telex: 611045 F
Fax 1 45530393

Germany

Mr. Dr. Wolfgang Massberg
Rector University of Bochum
Director Institute for Automation Technologies
Universitaetsstrasse 150
4630 Bochum
Tel.: 0234 700-2926
Telex: 0825860, Fax: 7006564

Italy

Mr. Guido Longoni
UCIMU-M3T
Viale Fulvio Testi
20092 Cinisello Balsamo
Milan
Tel.: 2497374, telex: 320807 IMTRET i
Fax: 2497323

Mr. D. Marcos Scapinatto
University of Bocconi
Via Sarfatti 25
20136 Milan
Tel.: 02 58365304

Switzerland

Mr. Juan Alfredo Pinto Saavedra
Executive Director
PROPEL
Transv. 18 No. 101-70
Bogotá-Colombia
Tel.: 2574363, fax: 2187328

Mr. Peter Lutz
Swisscontact - Ecuador
Casilla 16-17 - 1001
Quito, Ecuador
Tel.: 2452172, telex: 03 082592 AMSWISS-ED
Fax: 2568879

First Meeting SETERE

(d) Director of National Secretariat
(c) UNIDO Coordinator

Country		Name
Argentina	(d)	Mr. R. Almaraz
	(c)	Mr. S. Angel Castaño ADIMRA Alsina 1067 1088 Buenos Aires Tel.: 405292, telex 27745 ADIMRA AR Fax: 8144407
Brazil	(d)	Mr. Sergio Darcy Munhoz ABIMAQ Ave. Jabaquara 2925 CEP 04045 Sao Paolo, S.P. Tel.: 011 5795044, telex 11 37220 Fax: 011 579 3498
Chile	(c)	Mr. Edmundo Sepulveda Universidad Federico Santa Maria Casilla 110-V Valparaiso Tel.: 032 660176/140, telex 330622 UTFSM-CK Fax: 660504
Colombia	(d)	Mr. Luis J. Jaramillo
	(c)	Mr. Campo E. Bernal Nueva Colombia Industrial Carrera 8 No. 80-29 Bogota Tel.: 2499777, fax 2178395
Cuba	(c)	Mr. Noel Leon Rovira Mr. Orlando Gonzalez Ave. de R. Boyeros y Calle 100 La Habana - Cuba Tel. 208949, telex 0511179
Ecuador	(d)	Mr. Victor Cruz Lozada CEBCA Ave. 10 Agosto y Riofrio Benalcázar 1000 - 9 piso Quito Tel. 236321, telex 21007 apca ed fax 532829

Mexico (d) Mr. Roberto Sandoval
(c) Mr. E.A. Lazcano Reyes
CANACINTRA
Ave. San Antonio 256
Col. Ampliación Nápoles
Delegación Benito Juarez
03849 Mexico, D.F.
Tel.: 5639775, telex 1777468
fax 5986988

Perú (d) Mr. Luis Tenorio
Mr. Wilfredo Giraldo
Sociedad Nacional de Industrias
Los Laureles 365
San Isidro, Lima
Tel. 408700
Telex 21030 esedie pe
fax 407702

Venezuela (d) Ms. Raiza Molina
Secretaria Ejecutivo
CONDIBIECA
Calle Veracruz, Ed. Torreon, Piso 5-A
Las Mercedes
Caracas
Tels.: 920033/920767, Telex: 28735 GNBCA VC
Fax: 922791

(c) Mr. Manuel Sanchez
Instituto de Ingeniería/
Coordinación Regional ONUDI
Apartado 40200
Caracas 1040A
Tel.: 9621697, Telex: 21685
Fax: 9621025

Participants First Meeting GAEX

Country	Name
France	Mr. F. Leleux Director for Senlis - CETIM 52, Av. Felix-Louat BP 67 - F - 60304 Senlis Cedex France Tel.: 44583117, Telex: 140006 F Fax: 44583400
	Mr. Bernard Paris Director of International Relations FIMTM 39/41, Rue Louis Blanc - 92400 Courbevoie Cedex 72, Paris La Defense Tel: 1 47176059, Telex: 616382 F, Fax: 1 47176062
	Mr. Gabriel Coron Director of International Economic Relations FIEE 11, rue Hamelin 75783 Paris Cedex 16 Tel. 1 45057030 Telex: 611045 F Fax 1 45530393
Germany	Mr. Dr. Wolfgang Massberg Rector University of Bochum Director Institute for Automation Technologies Universitaetsstrasse 150 4630 Bochum Tel.: 0234 700-2926 Telex: 0825860, Fax: 7006564
Italy	Mr. Guido Longoni UCIMU-M3T Viale Fulvio Testi 20092 Cinisello Balsamo Milan Tel.: 2497374, telex: 320807 IMTRET i Fax: 2497323
	Mr. D. Marcos Scapinatto University of Bocconi Via Sarfatti 25 20136 Milan Tel.: 02 58365304

Switzerland

Mr. Juan Alfredo Pinto Saavedra
Executive Director
PROPEL
Transv. 18 No. 101-70
Bogotá-Colombia
Tel.: 2574363, fax: 2187328

Mr. Peter Lutz
Swisscontact - Ecuador
Casilla 16-17 - 1001
Quito, Ecuador
Tel.: 2452172, telex: 03 082592 AMSWISS-ED
Fax: 2568879

Venezuela

Mr. Paul Esqueda
President
Instituto de Ingeniería
Apartado 40200
Tel.: 9621097
Telex: 21685 ININ CV
Fax: 9621025

Consultants ONUDI

France	Mr.Pierre Padilla Department of Mechanical Production 52, Ave. Felix-Louat BP 67 F-60304, Senlis Cedex Tel.: 44583422 Telex: 140006 Fax: 44583400
Mexico	Mr. Eugenio Garcia Campus Monterrey Suc. de Correos J C.P. 64849 Monterrey, N.L. Mexico Tel.: 83 582000 ext. 5105-06 Telex: 0382975 Fax: 581209
United Kingdom	Mr. John Bessant Head Centre for Business Research Brighton Polytechnic Mithras House Lewes Road Brighton BN2 4AT Tel.: 0273 600900 (extension 2194) Telex: 878422 Fax: 0273 688917
Venezuela	Mr. Leonardo Vivas P. P.O. Box 400 A-1400 Vienna Tel.: 21131 3773 Telex 135212, fax: 232156

UNIDO Staff members

- Mr. Bengt O. Karlsson
  Head
  Industrial Planning Branch
  Department of Industrial Operations

- Mr. L. Pineda-Serna
  Industrial Development Officer
  Industrial Planning Branch
  Department of Industrial Operation

- Sr. José G. de Lima
  Asesor Regional
  Division Conjunta CEPAL/ONUDI
  Casilla 169D
  Santiago, Chile

Observers

- C.R. Consulenti Riunite World S.R.L.
  Dr. Francisco Barbaro
  Via Pietro Cossa, 1
  20122 Milan
  Tel.: 02 76014931
  Fax: 02 76021862

- FME. Flexible Manufacturing Engineering - S.p.A.
  1 Via Pietro Cossa
  20122 Milano
  Tel.: 02 76023268, telex: 326061 FME I
  Fax: 02 76021862

- TEAM S.r.L.
  Mr. S. Morazzo/H. Ferraza
  President
  Via del Buonricovero 10
  00189 Rome
  Tel. 06-3760522
  Fax: 3761380

- Mr. Massimo Borgazzi
  Centro Nacional Colombo-Italiano
  Tel.: 2777498, Fax: 2375357
  Bogotá-Colombia

- Mr. Ruben Espin
  JUNAC
  Casilla Postal 18 - 1177
  Lima 18 - Peru
  Tel.414212

- Mr. Alfred Thurner
  EMCO
  P.O. Box 131
  A-5400 Hallein/Austria
  Tel. (06245) 2581-398
  Fax (06245) 6965

Annex 2

Agenda and Programme of the Meetings

I. Agenda of the Meetings

The items of the Agenda were as follows:

(a) Opening of the Meeting

(b) Election of Officers (Chairman and Rapporteur)

- Regional Technical Secretariat (SETERE)
- External Advisory Group (GAEX)

(c) Approval of the Provisional Programme (see Annex I)

(d) Presentation and approval of the Final Report.

II. Programme of the Meetings

Monday, 15 July 1991

Ceremony for the Official Opening of the REGIONAL PROGRAMME

Tuesday, 16 July 1991

First Plenary Session

Morning (same for SETERE)

8:45	Opening of the First Meeting of the Regional Technical Secretariat and the First Meeting of the External Advisory Group (GAEX) Speeches by staff of the Instituto de Ingenieria and UNIDO
9:30	Election of Chairman and Rapporteur for each of the meetings - Approval of the Agenda
10:30	Presentation of the instituions represented in SETERE and GAEX
11:30	Presentation of the Project Document for the Regional Programme for Industrial Automation of the Capital Goods Sector in Latin America (US/RLA/90/004).

Afternoon

First Working Session SETERE (see Programme in Spanish)

First Working Session GAEX

14:30 Terms of Reference and functions of GAEX member institutions. First part.

16:00 Continuation of discussions on Terms of Reference

17:30 Closing of First Session of GAEX

Wednesday, 17 July 1991

Morning

Second Working Session of GAEX

9:00 Work plans for execution (July 1991 - June 1992) in: France, Germany, Italy, Switzerland, Japan and Venezuela (I-I)

11:00 Actions proposed by GAEX member institutions for the involvement of the private sector of their countries in the implementation of the Regional Programme.

Afternoon

Continuation Second Working Session of GAEX

14:30 Proposals for the implementation by Subprogrammes of the Regional Programme by member institutions

16:00 Summary conclusions and recommendations for inclusion in Report of GAEX

17:30 Closing of Second Session of GAEX

Thursday, 18 July 1991

Morning (same for SETERE)

Second Plenary Session

10:30 Presentation of conclusions and recommendations of:

(a) SETERE and (b) GAEX

11:30 Approval of Reports of Meetings SETERE and GAEX

12:30 Closing session of Meetings

Afternoon

Social programme offered by CONDIBIECA/FONDIBIECA

Annex 3

Documents

The documents submitted to the meeting were:

- Aide Memoire for the Official Opening
- Pautas para la Secretaría Técnica Regional (SETERE) (draft in Spanish)
- Guidelines for the External Advisory Group (GAEX) (draft in English)
- Project Document of the REGIONAL PROGRAMME (in English and Spanish)
- Aide Memoire of the Fourth Consultation on the Capital Goods Industry, with special reference to machine tools
- CIM - Computer Integrated Manufacturing: Perspectives for International Economic Development and Competitiveness, UNIDO/ECE, ID/375.
- Master plan for the preparation of NWPs.

Annex 4

Guidelines for the Regional Technical Secretariat (SETERE)

1. BACKGROUND

At the recommendation of the Latin American and Caribbean Group (GRULAC), UNIDO is undertaking a Regional Cooperation Programme for the Industrial Recovery of Latin America and the Caribbean. In the framework of this request, UNIDO has proposed to carry-out a special regional programme for the capital goods industries, with the following objectives:

(i) To be a promoting agent and carrier of a new "entrepreneurial culture" with the aim of contributing to raise efficiency in production, promoting specialization and increasing the flow of capital goods exports by way of gaining competitiveness in international markets.

(ii) To promote conditions and mechanisms destined to commit Latin American industrial producers and users of capital goods to the strategies of industrial modernization pursued by the participating countries.

A specific objective of the REGIONAL PROGRAMME will be to foster development of the capital goods industry in Latin American countries through an adequate and programmed introduction of industrial automation technologies, strategic management, and total quality control. This requires the formulation of sound strategies and policies to create the necessary domestic capacities in the form of human resources and managerial capabilities.

Designed as a tool to support managers and entrepreneurs of the countries of the region, the REGIONAL PROGRAMME will cover a specialized field of industrial activity that will be conducive to increasing productivity of enterprises producers and users of capital goods.

The REGIONAL PROGRAMME will consist of four sub-programmes and one Unit of Administration as follows:

Sub-programme 1: Entrepreneurial advise
Sub-programme 2: Training
sub-programme 3: Institutional support
Sub-programme 4: Studies and promotion of research and development

Specific outputs at regional and national levels will be produced. The REGIONAL PROGRAMME is action/country oriented to the productive sector organizations of the capital goods industry in Latin America, and in this way it expects to:

1. Facilitate the systematic formulation of plans of action, strategies and macro- and micro-economic policies instrumental in the development, expansion and modernization of the capital goods production sector;

2. Create in the region opportunities for rendering direct technical assistance and specialized professional services for consultancy and advice for those enterprises which decide to introduce industrial automation and the new enterprise management techniques.

3. Provide enterprise executives at the public and private establishments associated with the capital goods industry in the region, via programmes for quality assurance and control, technology management, hardware and software and promotional activities, with the information and training needed to introduce on a systematic and rational basis the technologies required for industrial automation and the techniques of enterprise management;

4. Promote and further international technical co-operation with developed countries and among developing countries (TCDC) by making use of experience, installed capacity, programmes and projects under way, as well as the centres of excellence existing in the public and private sector linked with industrial automation and enterprise management in the capital goods sector;

5. Develop and identify means for financing the modernization of those enterprises which introduce industrial automation and new enterprise management techniques, including joint ventures, inter-enterprise co-operation schemes, and participation of private banks in the promotion investment projects for new enterprises with a high technological level.

As has been pointed out in the Project Document (page 42, November 1990 version), "The REGIONAL PROGRAMME will have a Regional Technical Secretariat....the national co-ordination and operation centres of the REGIONAL PROGRAMME in each participating country will be made up of high-level representatives from national institutions in the capital goods producer and user sector and will set themselves up as a Co-ordinating Consultative Group. This Group will arrange for a National Technical Secretariat, which in turn will appoint a National Director who will be responsible for a team of experts financed by the national counterpart, whose duty it will be to advise on and carry out the REGIONAL PROGRAMME activities in the relevant country. The directors of the National Technical Secretariats will constitute the Regional Technical Secretariat of the REGIONAL PROGRAMME".

The present guidelines should be considered as the main set of rules and principles on the ways and means through which SETERE will operate in the framework of the REGIONAL PROGRAMME.

2. DEFINITION AND OBJECTIVES OF SETERE

The Regional Technical Secretariat (SETERE), is composed by the National Technical Secretariats, counterparts to the REGIONAL PROGRAMME. It is an adequate setting for the exchange of experiences and opinions concerning the modernization issues of the capital goods industry in Latin America, as well as for programming, coordinating and monitoring the implementation of the REGIONAL PROGRAMME.

SETERE ought to serve as a mechanism through which the national interests of the participating countries regarding the technical, economic and administrative functioning of the REGIONAL PROGRAMME are properly taken care of.

3. FUNCTIONS OF SETERE

The functions of the Regional Technical Secretariat are to plan, coordinate, and ensure the follow-up of the Regional Programme for Industrial Automation of the Capital Goods Industry in Latin America (US/RLA/90/004). This threefold function will be mainly applied to the four sub-programmes which constitute the programme as a whole (entrepreneurial advise, training, institutional support, studies and R&D promotion).

SETERE will have jurisdiction on the following aspects:

(a) To guarantee that the overall orientations of the REGIONAL PROGRAMME as stated in the Project Document are duly followed. To that effect, SETERE will consistently discuss and review the regional and national plans. In a January meeting, SETERE will formulate the guidelines for action in the year, review the activities of each national plan and those of the regional plan. In the July meeting SETERE will assess the execution of the ongoing activities in order to proceed, if that is the case, to the necessary adjustments.

(b) To consider half-yearly reports by the Regional Director and the Chief Technical Advisor of UNIDO on the activities pursued by the programme at large.

(c) To hold close and permanent links with GAEX in order to ensure a permanent inflow of advise and opinion on the part of this latter organization about the outcomes and functioning of the REGIONAL PROGRAMME. To this effect, joint meetings of both groups can be convened.

4. OPERATION OF SETERE

In order to carry through the stated objectives, SETERE will fulfil the requirements of a very important domain of action of regional cooperation, complementary to the own efforts advanced by Latin American countries regarding the restructuring and modernization of their industry.

In this context SETERE will be very well positioned to identify and strengthen the contacts between local producers and users of capital goods with their counterparts at a world level. This may be conducive to an authoritative view on the conditions for competitiveness as well as providing the ground for the evaluation of the optimal conditions in the introduction of technologies of industrial automation, strategic management and total quality management.

4.1. Members of SETERE

The members of SETERE are the National Technical Secretariats, national counterparts for the execution of the REGIONAL PROGRAMME. National Technical Secretariats are representatives of the capital goods productive sector of the participating countries of Latin America. In such capacity they ought to comply with the profile sketched out in the project document, paragraph B.7.2. and at the same time fulfill the specified requirements in terms of inputs as indicated in Item E of the mentioned document. The profile involves the following:

1. Capabilitity for management and assimiliation of the technical assistance to be provided under the REGIONAL PROGRAMME.

2. Suitable infrastructure with floor space, office equipment and means of communication.

3. Representation in the national institutional area of the capital goods producer and user sector.

4. Ability to participate in the programme shared costs at national level, either in currency or in kind, together with professional counterpart personnel.

5. Recognition of the institution in the public and private sphere of the country on the basis of suitability, dependability and professional competence.

6. Linkage with the activities of scientific and technological organization.

7. Availability to transfer to other participating countries results, studies, research work and publications generated in the country itself.

At the national level, the NTS will operate from the headquarters of private business organization and guarantee the provision of the following resources:

(a) Office space and equipment

Space suitable for the REGIONAL PROGRAMME and counterpart personnel, including all facilities and office equipment (typewriters, telephones, telex and fax), together with all the installations requires. Minimum of 100 m2.

(b) Personnel

- One full-time counterpart professional as National Director.

- Two professional assistants - an economist and an engineer.

- One bilingual secretary - administrative assistant, full-time.

(c) Logistic support

The National Technical Secretariat will be responsible at country level for providing the premises necessary for holding special meetings, courses, seminars, technical working groups and training programmes, including the equipment and software, as required.

4.2 Meetings

Depending on the availability of financial resources, SETERE will hold two ordinary annual meetings at the beginning of each semester, i.e. in January and July. It may also hold extraordinary meetings if the

circumstances call for it and if there is an agreement of at least two thirds of its members. The meetings will take place in one of the participating countries of the REGIONAL PROGRAMME and to that effect they will correspondingly be hosted by the National Technical Secretariat of the country in question.

4.2.1 Convening of the meetings

Ordinary meetings of SETERE will be convened by the Regional Director or by the Chief Technical Advisor of UNIDO with the previous agreement of the personnel responsible for the REGIONAL PROGRAMME at UNIDO Headquarters (Industrial Planning Branch, Department of Industrial Operations).

Convening will be made no less than thirty days in advance through written communications directed to the Directors of the National Technical Secretariats, with an Aide Memoire indicating the objectives, site, date, host of the meeting and an agenda that should include at least the following items:

(a) Consideration of advance reports of National Programmes

- Executed vs. programmed actions. Analysis of obstacles.
- Objectives attained
- Executed vs. formulated budget

(b) Proposed action plans for following semester.

4.2.2 Quorum of the meetings

SETERE will be able to meet when are present at least two thirds of its members.

Annex 5

Guidelines for the External Advisory Group (GAEX)

1. BACKGROUND

On the recommendation of the Latin American and Caribbean Group (GRULAC), UNIDO is undertaking a Regional Cooperation Programme for the Industrial Recovery of Latin America and the Caribbean. In the framework of this request, UNIDO has proposed to carry out a special regional programme for the modernization of the capital goods sector.

The objective of the REGIONAL PROGRAMME is to foster development of the capital goods industry in Latin American countries through an adequate and programmed introduction of industrial automation technologies, strategic management and total quality control. The introduction of such technologies caters to the growing needs of enterprises in the region to respond to the new competitive pressures resulting from the opening up of the economies as a result of economic reform programmes introduced in many of the countries. It will thus meet the needs of a wide range of enterprises, both big and small.

Two aspects are worth mentioning regarding the definition of the REGIONAL PROGRAMME. One is that automation does not necessarily mean that the most recent technologies will be the ones to be introduced, but rather that their nature and complexity will depend on the characteristics of the enterprises involved or on the available resources of the countries in question. In this sense the diffusion and promotion of the technologies mentioned above will entail counteracting the automatic distrust that frequently arises when automation is presented as a solution to industrial problems of an enterprise or, for that matter, an economy. There is no such thing as universal automation solutions for all industrial needs, which amounts to saying that copying automation concepts may involve large risks. In this respect the REGIONAL PROGRAMME follows a step by step approach and a tailor-made philosophy regarding the particular strategies for each participating country.

One second aspect is that modernization at large has a local dimension, in so far as important complementary assets, specialized suppliers or trained personnel may come from the local level. That is the preferred way to strenghthen national and regional capabilities. The REGIONAL PROGRAMME will cover a vital area of activity in regional co-operation which may supplement the efforts by the countries to restructure and modernize their industry.

This requires the formulation of sound strategies and policies to create and/or strenghten the necessary domestic capacities in the form of human resources and managerial capabilities. The REGIONAL PROGRAMME has been designed as an instrument of support for enterprise management in the countries of the region, and covers a specialized field of industrial activity that will be conducive to increasing productivity.

The REGIONAL PROGRAMME will consist of four sub-programmes and one Unit of Administration as follows:

Sub-programme 1: entrepreneurial advise
Sub-programme 2: training
Sub-programme 3: institutional support
Sub-programme 4: studies and promotion of R&D

Specific outputs at regional and national levels will be produced. The REGIONAL PROGRAMME is action/country oriented to the productive sector organizations of the capital goods industry in Latin America, and in this way it expects to:

1. Facilitate the systematic formulation of plans of action, strategies and macro/micro economic policies instrumental in the development, expansion and modernization of the capital goods production sector;

2. Create in the region opportunities for rendering direct technical assistance and specialized professional services for consultancy and advise for those enterprises which decide to introduce industrial automation and/or new management techniques;

3. Provide enterprise executives and the public and private establishments associated with the capital goods industry with the information and training needed to introduce on a systematic and rational basis the technologies required for industrial automation and the techniques of enterprise and maintenance management.

4. Promote and further international technical co-operation with developed countries and among developing countries (TCDC) by making use of experience, installed capacity, programmes and projects under way, as well as the centres of excellence already in existence in the public and private sector linked with industrial automation and enterprise management;

5. Develop and identify forms of financing for the modernization of those enterprises which introduce industrial automation and/or new enterprise schemes, and participation by private banks in the promotion of investment projects for new high technological level enterprises.

In the context of point 4 above, an External Advisory Group (GAEX) has been set up, composed by institutions of excellence of industrialized countries. This is formulated in the Sub- Programme 3 of the Project Document as follows:

"3.1.4 From the outset, the REGIONAL PROGRAMME will have an External Technical Advisory Group (GAEX: Grupo Asesor Externo) consisting of institutions, centres of excellence and research centres in industrialized countries... The quality will lie in the joint activities to be promoted within the programme itself, as well as with each of the

national centres. The content of these agreements will be defined as soon as the corresponding institutions have been identified... The end users of the service will be all the institutions that are directly linked to the programme."

The present GUIDELINES should be considered as the main set of rules and principles on the ways and means through which GAEX will operate in the framework of the REGIONAL PROGRAMME.

2. DEFINITION AND OBJECTIVES OF GAEX

GAEX is the spanish abbreviation for Grupo Asesor Externo (External Advisory Group). It is a high level technical grouping of institutions created with the aim of allowing both the Latin American and industrialized countries to exchange freely views and experiences about the prospects of the modernization of the capital goods industry of Latin America in the framework of the REGIONAL PROGRAMME.

GAEX will serve as an intelligence mechanism to help the REGIONAL PROGRAMME to promote the flow of automation and organizational technologies toward Latin American industrial firms, of both users and producers of capital goods.

With respect to the work of the REGIONAL PROGRAMME, GAEX will provide an authoritative advice on the general objectives, targets, activities and results over time.

3. FUNCTIONS OF GAEX

GAEX will have several functions in the execution of the REGIONAL PROGRAMME, mostly related with technical advising and techno-economic monitoring. For this purpose GAEX members are expected to:

1. Contribute to the process of elaborating a strategic plan for the management of the REGIONAL PROGRAMME.

2. Advice the top management of the REGIONAL PROGRAMME and the REGIONAL TECHNICAL SECRETARIAT (SETERE) on the soundness of the objectives established, the routes chosen for their attainment and the adequacy of resources and means disposed for its realization.

3. Follow-up of the REGIONAL PROGRAMME. Given the emphasis of actions at the national level, GAEX will constitute an important tool in giving opinions about the work and outcome of the different national work plans as well as about the momentum of the more integrated activities.

4. Assess the attainment of the expected goals of the REGIONAL PROGRAMME.

5. fulfill a linkage function between private Latin American institutions and enterprises, and counterparts from the private sector of industrialized countries, as well as contribute to the diffussion of the technologies and techniques in hand.

6. Bridge the gap between financial institutions pertaining to industrialized countries and/or to the region and potential users of specialized credit which spring off from the REGIONAL PROGRAMME.

4. OPERATION OF GAEX

4.1 Area of competence

To fulfill its functions, GAEX is to propose a comprehensive set of options for ways of channelling the support of industrialized countries' member institutions to the REGIONAL PROGRAMME. To ensure this, the Regional Director and UNIDO must provide all the necessary background information about demands and supply of inputs from the countries participating in the Programme or from the region at large. In particular, the following questions should be addressed:

1. Modalities for the adequate technical cooperation between the institutions of countries participating in GAEX and particular counterparts in the Latin American countries. This will include a number of agreements on particular issues (research, technology transfer, technical assistance, exchange of experts).

2. How to ensure a growing knowledge and interest on the part of firms from GAEX countries to participate in the REGIONAL PROGRAMME and to make business or become engaged in the countries of the region.

3. How to support the participation of Latin American institutions and entrepreneurs in training, technical assistance activities, missions and study tours to industrialized countries institutions or enterprises.

4. How to serve as focal point for the recruitment of new member institutions for GAEX.

4.2 Categories of membership

In the operation of the REGIONAL PROGRAMME there will be three member categories:

1. Regular Members: Up to four institutions from donor countries selected by UNIDO which qualify from a technological, scientific or entrepreneurial non-profit promotion standpoint. Membership is conveyed to institutions and individuals representing those institutions can be substituted, provided they have suitable qualifications and experience. Also will participate as Regular Members financial institutions which agree to cooperation either by financing directly the REGIONAL PROGRAMME or by opening their financial services for the modernization of enterprises. Regular members have the right to attend and vote in all meetings of GAEX; votes will be limited to one per country. Regular meetings will be expected to provide advice and support, monitoring and evaluation of the Programme and to make a substantial contribution to its operation.

2. Associate Members: Other institutions from donor countries (limited to one per country) invited by members of GAEX and approved by UNIDO. Such membership can also be extended to experts and institutions by UNIDO and acceptable to GAEX regular members. Membership is for a specified limited term and does not entail voting rights. Associate members can attend all meetings of GAEX within the specified period but their inputs will be confined to advice and specialist expertise.

4. Observers: Observers will be invited to participate in the annual plenary meeting of GAEX and to provide opinions, comment and advice. Such members will include private organizations from donor countries at the invitation of GAEX regular members and UNIDO, up to a maximum of three per country. In addition observer status can be given to institutions from non-donor countries who may be interested in the Programme and in working with their governments and institutions to achieve donor status. Observers have no voting rights within the meetings of GAEX.

All decisions on membership of GAEX will be taken by UNIDO on the recommendation of GAEX in consultation with the Regional Technical Secretariat.

4.3 Regular members of GAEX

The following is a list of institutions that so far have agreed to participate in GAEX.

1. France

- Centre of Technology for the Mechanical Industry (CETIM),
- Federation of Metal mechanic industries (FIM).
- Federation of Electrical and Electronic Industries (FIEE)

2. Germany

- Institute for Automation Technologies, University of Bochum.
- Institute for Production Techniques and Automation (Fraunhofer Gessellschaft).
- Verein Deutscher Maschinenbau- Anstalten (VDMA).
- Carl Duisberg Gesellschaft.

3. Italy

- Bocconi University.
- UCIMU-SPP

4. Japan

- Japan Productivity Centre
- Keidanren

5. Switzerland

- FUNDES
- SWISSCONTACT

6. Venezuela

- Instituto de Ingenieria

4.4 The meetings

GAEX will have two ordinary meetings each year which will take place either in Caracas or in Vienna or be hosted by member institutions of GAEX. In the January-February meeting, GAEX will discuss the overall orientations and activities for the PROGRAMME. In July-August the plenary meeting will take place which will follow-up current activities in order to assess and advice about results, possible reorientations and prospects. Also Reports by the Regional Director and the Chief Technical Advisor shall be reviewed at the plenary meeting.

The following procedures will be pursued:

i) Convening of the meetings: Ordinary meetings of GAEX will be convened by the Regional Director or by the Chief Technical Advisor of UNIDO with the previous agreement of the personnel responsible for the programme at UNIDO headquarters (Industrial Planning Branch Department of Industrial Operations). Convening will be made sixty days in advance through written communications directed to the main authorities of the institutions concerned. The Regional Headquarters of the REGIONAL PROGRAMME shall prepare an Aide Memoire indicating objectives, agenda, site and dates of the meeting.

ii) Chairmanship: Each GAEX meeting will be chaired by a regular member of a donor country, elected the participants.

5. FINANCING OF GAEX

Financing the attendance of GAEX members to the meetings will be a concern of each institution. The REGIONAL PROGRAMME will, however, cover travel costs for one GAEX member per country. Regarding the substantive contribution of regular members of GAEX (technical assistance, expertise, agreements), most of it will be covered through the ordinary budgetary resources of the Programme. However, GAEX members and UNIDO should continue to explore possible additional sources of financial and institutional support for aspects of their activities not covered within the terms of the Programme.

6. OTHER WORKING PROCEDURES

1. Given the variety of support means at the disposal of the REGIONAL PROGRAMME, members of GAEX could provide their support for the use of strategic data-base systems which may be judged fundamental for the upgrading of the technological capabilities of firms and technological institutions in Latin America.

2. Proper attention should also be given to establishing the appropriate mechanisms for experts exchange. Different formulae may be created for so doing. One is offering the personnel of the institutions members of GAEX the opportunity of spending sabbaticals or other leave-mechanisms at institutions in participant countries of the region. In these cases, the experts would be entitled to coverage of travelling expenses and daily subsistence allowances.